

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R						
1																								
2	OVERVIEW:																							
3	The DLC action plan is broken out by 6 major categories:																							
4	I. Improve customer service action plan																							
5	II. Improve warehouse operations action plan																							
6	III. Improve special orders action plan																							
7	IV. Improve retail operations action plan																							
8	V. Improve delivery and fleet action plan																							
9	VI. Improve financial controls and general operations action plan																							
10	In total, the comprehensive action plan includes more than 55 major actions:																							
11	· 12 Customer service actions																							
12	· 14 Warehouse actions																							
13	· 5 Special order actions																							
14	· 5 Retail actions																							
15	· 6 Delivery and fleet options																							
16	· 13 Financial controls and general operations actions																							
17	Many areas for improvement span two or more categories and therefore some overlap may occur. The sections have been divided as much as possible.																							
18	Each action item is listed with its corresponding Milestones, sub-actions, estimated start and end dates, lead party(ies) and supporting party(ies).																							
19	Each sub-action is categorized, in general, as short term (April through June), medium term (July-December), and long term (2016 and beyond).																							
20	For each Milestone, the primary action steps that need to be completed to accomplish the Milestone are identified under the "Prime" column; supporting action steps are identified under the "Supporting" column.																							
21	Tracking Progress:																							
22	Progress made and a brief narrative can be found for each category. This section will be updated monthly to inform DLCStat discussions and articulate progress made, highlights, upcoming items, and areas in risk of falling behind.																							
23	Status updates on sub-actions are provided in the "Status" column and are color coded using the following key:																							
24	<table><tr><td>Key</td></tr><tr><td>Complete</td></tr><tr><td>In Progress</td></tr><tr><td>Not Started</td></tr><tr><td>Overdue</td></tr><tr><td>Follow up Needed</td></tr></table>																		Key	Complete	In Progress	Not Started	Overdue	Follow up Needed
Key																								
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	A	B	C	D	E	F	G	H	I	J	K	L
1	MILESTONE				"Original" (6/30) Milestone Date	7/31 Milestone Date	8/31 Milestone Date	09/31 Milestone Date	10/31 Update	11/30/15 Milestone Date	Lead	Support
2												
4	I. Improve Customer Service Action Plan											
5	MILESTONES	M1	Implement Customer Service Center (including improvements in iStore and iSupplier)		10/9/2015	10/9/2015	12/31/2015*	12/31/2015	On Schedule	On Schedule	DLC	OMB, DTS, OHR
6		M2	Implement Ongoing Performance Metrics and Customer Feedback/Improvement System		9/1/2015	9/1/2015	1/1/2016*	1/1/2016	On Schedule	On Schedule	DLC	ERP, Finance, CountyStat
7	II. Improve Warehouse Operations Action Plan											
8	MILESTONES	M3	Implement Improvements in Inventory Management/Control Program		7/31/2015	10/31/2015	10/31/2015	11/30/2015	On Schedule	1/31/2016	DLC	OMB, OHR
9		M4	Implement Improvements in Inventory Management Automated System (including use of scanners)		7/31/2015	8/30/2015	11/30/2015*	11/30/2015	On Schedule	1/31/2016	DLC	ERP, DTS
10		M5	Implement Organizational Changes		7/10/2015	9/30/2015	11/30/2015*	11/30/2015	On Schedule	2/29/2016	DLC	CAO, OHR
11		M6	Implement Ongoing Performance Metrics and Feedback/Improvement System		7/31/2015	9/30/2015	12/31/2015*	12/31/2015	On Schedule	On Schedule	DLC/CountyStat	Internal Auditor
12	III. Improve Special Orders Action Plan											
13	MILESTONES	M7	Implement Improvements in Special Order Delivery Operations		8/15/2015	8/31/2015	10/31/2015*	11/20/2015	On schedule	2/29/2016	DLC / ERP	Suppliers
14		M8	Implement Ongoing Performance Metrics and Customer Feedback/Improvement System		7/31/2015	8/31/2015	11/30/2015*	11/30/2015	On schedule	12/31/2015	DLC / CountyStat	ERP
15		M9	Conduct Alternatives Analysis for: Special Orders Delivery Outsourcing, Direct Shipment, and Other Improvements		8/15/2015	10/31/2015	11/30/2015*	11/30/2015	On schedule	On schedule	DLC	CAO/ACAO; State
16	IV. Improve Retail Operations Action Plan											
17	MILESTONES	M10	Open Four (4) New Stores and Relocate One Store in FY16		6/30/2016	6/30/2016	6/30/2016	6/30/2016	On schedule	On schedule	DLC	DTS; DGS
18		M11	Develop Long-Range Retail Store Business Plan/Strategy		6/30/2016	6/30/2016	6/30/2016	6/30/2016	On schedule	On schedule	DLC	DGS, DTS, Co. Attorney
19		M12	Implement Best Management Practices: Performance Monitoring and Internal Controls		7/15/2015	9/30/2015	10/31/2015*	1/31/2016	On schedule	On schedule	DLC / CountyStat	
20	V. Improve Delivery and Fleet Operations Action Plan											
21	MILESTONES	M13	Implement Improvements in Delivery Routing & Operations		12/31/2015	12/31/2015	12/31/2015	12/31/2015	On schedule	On schedule	DLC	DTS
22		M14	Complete Analysis of Fleet Requirements and Alternatives and Develop Recommendations		8/31/2015	9/30/2015	10/31/2015*	10/30/2015	On schedule	1/31/2016	DLC	DGS, PRO, OMB
23		M15	Implement Improvements in Delivery & Fleet Performance Monitoring		8/31/2015	10/31/2015	10/31/2015	1/31/2016	On schedule	On schedule	DLC / CountyStat	
24	VI. Improve Financial Controls and General Operations Action Plan											
25	MILESTONES	M16	Complete post implementation FY15 transaction processing		8/31/2015	8/31/2015	8/31/2015	8/31/2015	Complete	Complete	DLC	Finance, ERP
26		M17	Implement improvements to financial and internal controls		12/31/2015	6/30/2016	6/30/2016	6/30/2016	On schedule	On schedule	DLC	Finance, ERP
27		M18	Implement best practices: workforce planning, standard operating procedures, process improvements		12/31/2015	6/30/2016	6/30/2016	12/31/2016	On schedule	On schedule	DLC	Finance, ERP
28		*Revised Milestone Date based on August 2015 DLC/ERP/FIN discussions										

	A	B	C	D	E	F	G	I	J	K	L	M	N	O	P
1	I. Improve Customer Service														
2	Milestone Updates						Milestone Date	6/30/2015 Status	7/31/2015 Status	8/31/2015 Status	9/30/2015 Status	10/31/2015 Status	11/30/15 Status	Lead Party	Supporting Party(ies)
3															
4															
5															
5	M1 Implement Customer Solutions Center (including improvements in iStore and iSupplier)						12/31/15	On Schedule	On Schedule	On schedule	Ahead of Schedule	Ahead of Schedule	On Schedule	DLC	OMB, DTS, OHR
	<p>Major Accomplishments (What have we accomplished in the last month?); *All warehouse management positions are now in place and fully engaged in the process of changing procedures. Communication Center was succesfully launched and it is fully staffed and operational. From its start on November 2 though Dec. 10, they received and closed 551 service requests, 87 % of which were directly closed by staff in the Center. *The ERP staff working on the iStore enhancement for over 110 changes advises that their work has been completed; but want to postpone implementation until after the Holiday Season final testing and changes to the system, to avoid poissible conflicts during the heaviest business season for the Department.</p> <p>Upcoming major actions (What do we expect to accomplish in the next month?}* Expand the promotion of the creation of the Commnication Center to streamline phone calls to the Department by licensees, suppliers and the general public.. *Continue the update of the Knowledge Based Articles as issues arise. * Explore additional ways to communicate directly with licensees when their Special Orders are not delivered to our warehouse by the suppliers.</p> <p>Current Risks: *None at this time.</p>														
6															
7															
8															
9	M2 Implement Ongoing Performance Metrics and Customer Feedback/Improvement System						1/1/2016	On Schedule	On Schedule	On schedule	On schedule	On schedule	On Schedule	DLC	ERP, Finance, CountyStat
	<p>Major Accomplishments (What have we accomplished in the last month?):* Have continued the refinement of performance metrics, which will now include activity in the Communication Center. Task expected to be completed by start of calendar 2016.</p> <p>Upcoming major actions (What do we expect to accomplish in the next month?}* Testing of changes to iStore will occur in January. * Plans to conduct a survey of licensees about the changes made so far to the iStore site are on hold, pending settlement of legislative initiatives and implementation of iStore enhancements. * New Oracle reports have been approved to improve performance in the areas of inventory accuracy and right size, slow moving products,and how many days of supply should we carry. Further activity to test and train users will be done in January.</p> <p>Current Risks (Current or expected tems that need CAO/CAAO attention): * None at this time.</p>														
10															
11															
12															
13															

	A	B	C	D				E	F	G	I	J	K	L	M	N	O	P	
14																			
15	Milestone Prime Supporting	Action Item							Term	Start Date	Expected Completion Date	6/30/2015 Status	7/31/2015 Status	8/31/2015 Status	9/30/2015 Status	10/31/2015 Status	11/30/2015 Status	Lead Party	Supporting Party(ies)
16																			
17																			
18		M1 Action Steps																	
19	1. Create an order and customer service center									8/14/15									
20	M1		1.A	Review responsibilities of Buyers and Order takers				Short	21-Apr	19-Jun	In Progress	In Progress	Completed	Completed	Completed	Completed	DLC CHIEFS		
21	M1		1.B	Request abolish/create 8 positions (G16-G18), and one G21 to G25 for CSCC Manager				Short	27-Apr	5-Jun	Complete	Complete	Complete	Completed	Completed	Completed	Pandya	OMB. OHR	
22	M1		1.C	Cross train personnel				Long	31-Aug	30-Jun	Not Started	Not Started	Not Started	Not Started	In Progress	In Progress	DLC CHIEFS		
23	M1		1.D	Develop protocols for follow up with customers				Medium	6-Aug	30-Sep	Not Started	Not Started	In Progress	In Progress	Completed	Completed	DLC CHIEFS		
24	M1		1.E	Develop tracking of customer calls				Medium	18-May	31-Oct	Not Started	In Progress	In Progress	In Progress	Completed	Completed	DLC CHIEFS	DTS	
25		M1	1.F	Investigate use of MC311/adaptation				Short	11-May	ongoing	In Progress	In Progress	In Progress	In Progress	Completed	Completed	DLC CHIEFS	DTS	
26	M1		1.G	Recruit additional personnel (1 G18 position) for customer service center				Medium	1-Jun	21-Sep	In Progress	In Progress	In Progress	Completed	Completed	Completed	DLC CHIEFS	OMB. OHR	
27		M1	1.H	Obtain random feedback from customers on new process				Medium	1-Jun	31-Oct	Not Started	Not Started	Not Started	In Progress	In Progress	In Progress	DLC CHIEFS		
28		M1	1.I	Adjust/refine protocols based on feedback				Medium	1-Jul	31-Dec	Not Started	Not Started	Not Started	Not Started	In Progress	In Progress	DLC CHIEFS		
29		M1	1.J	Adopt permanent procedures				Medium	22-Jun	31-Dec	Not Started	Not Started	Not Started	Not Started	In Progress	In Progress	DLC CHIEFS		
30	M1		1.K	Recruit the Supervisor of the Customer Service Center				Medium	27-Apr	21-Sep	In Progress	In Progress	In Progress	In Progress	Completed	Completed	DLC CHIEFS	OMB. OHR	
31	4. Centralize iStore and iSupplier at DLC																		
32	M1		4.A	Develop tracking tool for Licensee & Suppliers				Short	30-Apr	19-Jun		Completed	Completed	Completed	Completed	Completed	DLC -Matt Douglas		
33	M1		4.B	Track licensees and supplier-assisted licensees, and suppliers trained				Short	15-May	ongoing		In Progress	In Progress	In Progress	In Progress	In Progress	DLC -Matt Douglas		
34	M1		4.C	Identify problem areas for vendors using iStore				Short	15-May	ongoing		Completed	Completed	Completed	Completed	Completed	DLC -Matt Douglas		
35	M1		4.D	Provide training to vendors on registration and use of iStore				Short	15-May	ongoing		In Progress	In Progress	In Progress	In Progress	In Progress	DLC -Matt Douglas		
36	M1		4.E	Display imaged A/P invoice documents in iSupplier to suppliers (similar to Oracle workbench)				Medium	15-Sep	30-Nov		In Progress	In Progress	In Progress	In Progress	In Progress	ERP / DOF - Shabani		
37	M1		4.F	Identify problem areas and/or enhancements for vendors using iSupplier				Long	1-Feb	ongoing		Not Started	Not Started	Not Started	In Progress	In Progress	DOF-Shabani/DLC	ERP	
38	M1		4.G	Identify and implement system improvements/enhancements for iSupplier				Long	1-Mar	ongoing		Not Started	Not Started	Not Started	In Progress	In Progress	DOF-Shabani/DLC	ERP	
39	M1		4.H	Identify and implement any enhancements to DLC vendor training on iSupplier				Long	1-Nov	ongoing		Not Started	Not Started	Not Started	Not Started	Not Started	DLC	ERP	
40	5. Conduct Lab Sessions for Licensees and Suppliers on the use of Reports, iStore																		
41	M1		5.A	Schedule weekly sessions for the months of April, May and June				Short	13-Apr	25-May		Complete	Complete	Completed	Completed	Completed	ERP/DLC		
42	M1		5.B	Reevaluate frequency of lab session				Short	25-May	5-Jun		Complete	Complete	Completed	Completed	Completed	ERP/DLC		
43	M1		5.C	Publish and communicate Lab Session to Licensees and Suppliers				Short	1-Jun	13-Jul		Complete	Complete	Completed	Completed	Completed	ERP/DLC		
44	8. Conduct Monthly Informational meetings for all DLC Staff																		
45		M1	8.A	Establish overall goals, expectations, customer service standards, review critical business processes and the impact of end-to-end integration				Short	5-May	ongoing		In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC/Change Mgmt.	
46	9. Develop manpower analysis																		
47	M1		9.A	Review position responsibilities and need for changes/ additions based on needs resulting from changed processes				Short	15-Apr	31-Oct		In Progress	In Progress	In Progress	In Progress	In Progress		DLC CHIEFS	
48	M1		9.B	Prepare report for approval				Short	15-Apr	6-May		Complete	Complete	Complete	Completed	Completed	Completed	DLC D.O./ OMB	
49		M1	9.C	Obtain approvals for long-term staffing needs				Medium	4-May	ongoing		In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DCL CHIEFS	CAO, OMB
50			9.D	Prepare updated report for all of DLC personnel needs.				Long	16-Nov	1/31/2016		Not Started	Not Started	Not Started	Not Started	Not Started	In Progress	Dir. Office	
51			9.E	Obtain CAO final approval				Long		2/29/2016		Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	CAO	
52	10. Improve personnel complement and ability to fill vacant positions																		
53	M1		10.A	Develop justification for blanket exemptions to hire and present to approvers				Short	1-Apr	1-Apr		Complete	Complete	Complete	Completed	Completed	Completed	DLC/Dir Off.	CAO, OMB, OHR
54	M1		10.B	Obtain approvals from appropriate parties				Short	1-Apr	1-Apr		Complete	Complete	Complete	Completed	Completed	Completed	CAO/OMB/OHR	DLC
55	M1		10.C	Initiate and complete hiring process for new MIII (Chief, Division of Wholesale Ops)				Short	1-Jun	31-Aug		In Progress	In Progress	In Progress	Completed	Completed	Completed	Director's Office	
56	M1		10.D	Evaluate final personnel needs in the warehouse				Medium	17-Aug	30-Sep		Not Started	Not Started	In Progress	In Progress	In Progress	In Progress	DO/Div. Chief	
57	M1		10.E	Initiate recruiting process (including warehouse and drivers)				Medium	24-Aug	28-Aug		Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC / Gus M de O	
58		M1	10.F	Investigate need for a real estate specialist or changes to current management structure.				Medium	1-Jul	31-Aug		Not Started	In Progress	In Progress	In Progress	In Progress	In Progress	DO/Gus	
59		M1	10.G	Fill positions for warehouse and drivers				Medium	28-Aug	30-Oct		Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC CHIEFS	
60	12. Review organizational structure and responsibilities																		
61	M1		12.A	Study, recommend and implement organizational changes including Divisions and Sections				Short	5/1/	15-Jun		Completed	Completed	Completed	Completed	Completed	Completed	Director's Office	CAO, OHR
62	M1		12.B	Hire personnel if study recommends additional positions after CAO approval.				Medium	15-May	31-Dec		Not Started	Not Started	Not Started	In Progress	In Progress	In Progress	Director's Office	OHR

	A	B	C	D	E	F	G	I	J	K	L	M	N	O	P
63	M2 Action Steps														
64	2. Conduct focus group meetings with licensees and suppliers to obtain feedback														
65	M2		2.A	Identify focus group agenda	Short	1-Apr	3-Apr	Complete	Complete	Complete	Completed	Completed	Completed	ERP	
66	M2		2.B	Hold regional focus groups for two groups: licensees and suppliers	Short	6-Apr	10-Apr	Complete	Complete	Complete	Completed	Completed	Completed	ERP	
67	M2		2.C	Analyze findings	Short	13-Apr	16-Apr	Complete	Complete	Complete	Completed	Completed	Completed	ERP	
68	M2		2.D	Gather feedback	Short	16-Apr	16-Apr	Complete	Complete	Complete	Completed	Completed	Completed	ERP	CountyStat
69	M2		2.E	Publish a findings report	Short	17-Apr	12-Jun	Complete	Complete	Complete	Completed	Completed	Completed	ERP	
70	M2		2.F	Incorporate findings into the DLC action plan	Short	16-Apr	30-Sep	In Progress	In Progress	In Progress	In Progress	In Progress	Completed	DLC/ EG	
71	3. Conduct focus groups sessions with DLC staff to obtain feedback on system, processes, etc.														
72	M2		3.A	Develop focus group agenda	Short	20-Apr	15-Jun	Complete	Complete	Complete	Completed	Completed	Completed	ERP Change Mgmt.	
73	M2		3.B	Conduct sessions with each DLC business group	Short	20-Apr	30-Apr	Complete	Complete	Complete	Completed	Completed	Completed	ERP Change Mgmt.	
74	M2		3.C	Analyze findings	Short	5-May	30-Jun	Complete	Complete	Complete	Completed	Completed	Completed	ERP Change Mgmt.	
75	M2		3.D	Gather feedback	Short	5-May	15-Jun	Complete	Complete	Complete	Completed	Completed	Completed	ERP Change Mgmt.	
76	M2		3.E	Publish finding in a report	Short	11-May	15-Jun	Complete	Complete	Complete	Completed	Completed	Completed	ERP Change Mgmt.	
77	M2		3.F	Incorporate findings in DLC Action Plan	Medium	18-May	30-Sep	In Progress	In Progress	In Progress	In Progress	In Progress	Completed	DLC	
78	6. Utilize LRE Inspectors to address Licensees questions														
79	M2		6.A	Develop outreach approach	Short	25-Apr	12-Jun	Complete	Complete	Complete	Completed	Completed	Completed	ERP/ DLC	
80	M2		6.B	Identify top 10 questions	Short	25-Apr	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	ERP/ DLC	
81	7. Develop and conduct Licensees, Supplier and Retail customer surveys (3 surveys)													DLC	
82	M2		7.A	Develop survey based on performance indicators for customer satisfaction	Medium	1-May	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC, CountyStat	
83	M2		7.B	Test survey and modify	Medium	1-Sep	15-Nov	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC, CountyStat	
84	M2		7.C	Conduct survey and analyze results (Reoccurring every 6 months)	Medium	1-Oct	1-Jan	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC, CountyStat	
85		M2	7.D	Modify process based on survey analysis	Long	1-Jan	ongoing	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC, CountyStat	
86	11. Track performance improvement in customer service														
87	M2		11.A	Review current metrics	Short	20-Apr	31-Aug	In Progress	In Progress	Complete	Completed	Completed	Completed	DLC EG, CountyStat	
88	M2		11.B	Create new metrics based on new processes	Medium	20-Apr	15-Nov	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC EG, CountyStat	
89		M2	11.C	Track and report on new metrics	Medium	1-Dec	ongoing	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC EG, CountyStat	OMB
90		M2	11.D	Implement DLCStat meetings occurring monthly	Short	2-Jun	ongoing	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC EG, CountyStat	OMB, ERP, FIN, CAO

	A	B	C	D	E	F	G	I	J	K	L	M	N	O	P
1	II. Improve Warehouse Operations Action Plan														
2	Milestone Updates						Milestone Date	6/30/2015 Status	7/31/2015 Status	8/31/2015 Status	9/30/2015 Status	10/31/2015 Status	11/30/2015 Status	Lead Party	Supporting Party(ies)
3							10/31/2015	On Schedule	On Schedule	On Schedule	On Schedule	One Month Behind Schedule	Completion now expected in January, 2016 after mid-year inventory is completed.	DLC	OMB, OHR
4															
5															
6	M3 <u>Implement Improvements in Inventory Management/Control Program</u> Major Accomplishments (What have we accomplished in the last month?): * Racking in Special Order Beer area has been implemented. * More than 4,000 cases of unallocated special order wine and spirits have been identified which were not previously accounted for. Identification and delivery to the County Stores has been a major effort and priority which will continue thru mid- December. As a result other issues have been slowed down. *ATO proceeds for special order wine , liquor and beer is fully implemented. * We have discovered that the Oracle System required different processes to be implemented for Reservations under the ATO process than was required before under the regular non-ATO process. Corrective actions will be taken in December. Inventory control will be significantly improved after mid-year physical inventory in January, 2016. Upcoming marjor Actions: *Warehouse consultant coming back to the County in mid December to discuss additional racking design throughout the warehouse to improve efficiency and safety. * Racking in the keg room will commence in the next couple of months. Plans already developed and contractor selected. * Completion of removing excess product inventory (some as old as one year) to be completed in December. * Implement changes to ATO to eliminate duplicate orders. Current Risks (Current or expected themes that need CAO/ACAO attention): * None at this time.						10/31/2015	On Schedule	On Schedule	On Schedule	On Schedule	One Month Behind Schedule	Completion now expected in January, 2016 after mid-year inventory is completed.	DLC	OMB, OHR
7															
8															
9	M4 <u>Implement Improvements in Inventory Management Automated System (including use of scanners)</u> Major Accomplishments (What have we accomplished in the last month?): * iStore changes have been completed, however, implementation and testing will be delayed until January. * All new delievery of Special Order wine and spiiirts is being labeled for scanning and assignment to licensees; this process helped us to identify one of the major reasons for double orders. * Inventory levels for some products have been reduced to create more space, efficiency of operations and costs. Upcoming major actions (What do we expect to accomplish in the next month?): * Implementation of final changes to iStore/iSupplier modules has been postponed to January. *Site visit to major wine and liquor provider to review their use of the latest technology; as a result we will start the process of changing or scanner technology . * Use of scanning labels at time of receiving product is fully implemented. * Identification of business and Oracle System issues has been made simpler, and corrective actions will be implemented. Current Risks (Current or expected tems that need CAO/ACAO attention): * Cost and availability of new scanning guns under review.						12/31/2015	On Schedule	On Schedule	On Schedule	On Schedule	On Schedule	Completion now expected in January, 2016.	DLC	ERP, DTS
10															
11															
12	M5 <u>Implement Organizational Changes</u> Major Accomplishments (What have we accomplished in the last month?): * Warehouse is now fully staffed at the management level. * Preliminary analysis of staffing needs have been completed and will be incorporated into a final staffing plan to be completed in December for formal presentation to the CAO. * All Iforklift operators have been duly trained and certified, in compliance with OSHA. Upcoming major actions (What do we expect to accomplish in the next month?): * Review and approval of organizational changes by Director and presentation and approval by the CAO. All to occur in December with target implementation date starting in January, 2016. Current Risks (Current or expected tems that need CAO/ACAO attention): * Timing of implementation of final staffing plan.						10/31/2015	Ongoing	On Schedule	On Schedule	On Schedule	On Schedule	Completion now expected in January, 2016.	DLC	CAO, OHR
14															
15															
16	M6 <u>Implement Ongoing Performance Metrics and Feedback/Improvement System</u> Major Accomplishments (What have we accomplished in the last month?): * On schedule to complete proposals for metrics in December. *Awaiting reply from the Comptroller's Office to concerning interpretation of the law for product returns and refusals. * Initial draft has been prepared as to what should be monitored daily, weekly and monthly at the warehouse. Upcoming major actions (What do we expect to accomplish in the next month?): * Complete analysis of licensee returns, and as a result develop and present options for possible establishment of re-stocking fees or alternative measures to deal with excessive returns. * Reply to our letter from Comptroller's Office on clarifications to returns policy at the State level, to ensure adherence to the law. Current Risks (Current or expected tems that need CAO/ACAO attention): * None at this time.						12/31/2015	On Schedule	On Schedule	On Schedule	On Schedule	On Schedule	On Schedule	DLC/CountyStat	Internal Auditor
18															
19															
20															
21															

	A	B	C	D	E	F	G	I	J	K	L	M	N	O	P
22	Prime Supporting	Milestone													
23		Action Item			Term	Start Date	Expected Completion Date	6/30/2015 Status	7/31/2015 Status	8/31/2015 Status	9/30/2015 Status	10/31/2015 Status	11/30/2015 Status	Lead Party	Supporting Party(ies)
24															
25	M3 Action Steps														
26	1. Engage expert consultant to improve Warehouse operations and logistics (see 2E-2G)														
27	M3		1.A	Hire consultant for comprehensive on-site review of warehouse operations	Short	4-May	29-Jun	Complete	Complete	Complete	Completed	Completed	Completed	GMO/DLC	
28	M3		1.B	Consultant's report with recommendations by fall	Short	30-Sep	31-Oct	In Progress	In Progress	In Progress	In Progress	Completed	Completed		
29	M3		1.C	Review report and select recommendations for change	Short	31-Oct	30-Nov	In Progress	In Progress	In Progress	In Progress	Completed	Completed		
30		M3	1.D	Incorporate consultant findings into action plan	Medium	22-Jun	ongoing	Not Started	Not Started	In Progress	In Progress	Completed	Completed	GMO/DLC	
31	M3		1.E	Implement new racking for stock, special order, and keg beer	Medium	2-Nov	31-Dec	Not Started	Not Started	Not Started	Not Started	In Progress	In Progress	Zeltner	
32	3. Identify and define root cause of Shorts on Trucks														
33	M3		3.A	Engage Warehouse staff in identify issues	Short	20-Apr	15-Jun	Complete	Complete	Complete	Completed	Completed	Completed	DLC GMO/ERP	
34	M3		3.B	Develop action plan to address issues	Short	20-Apr	10-Jul	Complete	Complete	Complete	Completed	Completed	Completed	Montes de Oca/ERP	
35	M3		3.C	Communicate the importance and plan to Warehouse staff	Short	27-Apr	30-Jun	Complete	Complete	Complete	Completed	Completed	Completed	Montes de Oca/ERP	
36		M3	3.D	Review progress each week and communicate with staff	Short	27-Apr	On-going	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Montes de Oca/ERP	
37	M3		3.E	Identify all reasons for Shorts on Trucks	Short	20-Apr	15-Jun	Complete	Complete	Complete	Completed	Completed	Completed	Montes de Oca/ERP	
38	M3		3.F	Develop a report measure weekly and monthly Shorts on Trucks	Short	5-May	15-Jun	Complete	Complete	Complete	Completed	Completed	Completed	DLC GMO / ERP	
39	5. Identify and document Returns to Warehouse														
40	M3		5.A	Identify all reasons for Returns; Did not Order, Wrong Product, Description not Clear; Ordered incorrectly on iStore, Sales Rep ordered too many; Re Ordered-unsure of delivery	Short	27-Apr	15-Jun	Complete	Complete	Complete	Completed	Completed	Completed	DLC	
41	M3		5.B	Develop plan to obtain detailed reasons	Short	27-Apr	5-Jun	Complete	Complete	Complete	Completed	Completed	Completed	DLC/ERP	
42	M3		5.C	Develop tracking process to measure improvements in returns	Short	5-May	30-Jun	Complete	Complete	Complete	Completed	Completed	Completed	DLC/ERP	
43	6. Develop business plan for Managing Inventory														
44	M3		6.A	Identify and define what should be managed on daily, weekly and monthly bases by buyers/warehouse staff such as: past due, close partial orders, liq/wine open orders, special open order, unreserved beer orders, opens sales orders, open PO lines	Medium	27-Apr	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	Completed	Pandya/Zeltner	
45	M3		6.B	Document written policies and procedures for warehouse operations including policies for inventory adjustments in Oracle and new policies and procedures currently being adopted.	Medium	26-May	30-Jun-16	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Zeltner / Pandya	DOF - Williams
46		M3	6.C	Assign specific activities to Buyers	Short	27-Apr	On-going	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Pandya	
47		M3	6.D	Schedule periodic meetings to review process and progress	Short	27-Apr	On-going	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Pandya	
48	7. Fully inventory the DLC warehouse														
49	M3		7.A	Conduct full inventory (including kegs and pallets) with other DLC units playing an active role during the inventory count	Short	15-Apr	30-Jun	Complete	Complete	Complete	Completed	Completed	Completed	Pandya/Gus Montes De Oca	
50		M3	7.B	Weekly tally counts	Medium	6-Jul	ongoing	Not Started	In Progress	In Progress	In Progress	In Progress	In Progress	DLC / G de O & Staff	
51		M3	7.C	Evaluate appropriate role of interim full physical counts and cycle counts; identify lead personnel including personnel from other DLC units and departments; and develop and implement appropriate policies and procedures including planning, documentation, and communication with relevant parties.	Medium	6-Jul	ongoing	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Zeltner	ERP/ DOF - Williams
52	M3		7.D	Develop and provide process information to involved individuals prior to full inventory	Short	25-May	23-Jun	In Progress	Complete	Complete	Completed	Completed	Completed	Gus and Sunil	
53	M3		7.E	Conduct lessons learned sessions from first full inventory count with goal of identifying improvement opportunities and further capturing existing recommendations deferred for later implementation	Medium	15-Jul	30-Sep	Not Started	Not Started	In Progress	Completed? In Progress?	Completed? In Progress?	Completed	ERP	DLC, FIN
54	M3		7.F	Prepare for January 2016 mid-year inventory	Medium	31-Oct	31-Jan	Not Started	Not Started	Not Started	Not Started	In Progress	In Progress	Zeltner, Pandya	FIN
55	M3		7.G	Conduct mid-year, January 2016, inventory	Medium	4-Jan	31-Jan	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Zeltner, Pandya	FIN

	A	B	C	D	E	F	G	I	J	K	L	M	N	O	P
56	8. Improve inventory control														
57	M3	8.A	Not used.		N/A										
58	M3	8.B	Not used.		N/A										
			Clearly label all storage locations by product for stock items and customer for special order items and a separate location for breakage and assign all storage locations with a unique location code in Oracle; reevaluate applicability of unique location codes to stock overflow areas and implement as appropriate.	Long		20-May	30-Jun-16	In Progress	Complete	Complete	Complete	Complete	Complete	DLC	DLC Managers/DOF - Williams
59		M3	8.C												
60	M3	8.D	Develop process to log daily variances, including related research and analysis, and determination of any adjustment required to system.	Long		1-Jun	30-Jun-16	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC	DOF - Williams
			Develop an acceptable variance threshold policy , validate inventory adjustments, and implement appropriate checks and balances by obtaining OK from DLC Finance on adjustments	Long		1-Jul	30-Jun-16	Complete	Complete	Complete	Completed	Completed	Completed	DLC	DOF - Williams
61	M3	8.E													
62	M3	8.F	Develop log process to accurately adjust inventory including electronic updates if feasible.	Long		1-Jul	30-Jun-16	Not Started	In Progress	In Progress	In Progress	In Progress	In Progress	ERP/Gus & Sunil	DOF - Williams
63	M4	8.G	Implement the use of scanners for receiving and shipping out	Short		4-May		Complete	Complete	Complete	Complete	Complete	Complete	DLC	
64	M3	8.H	Identify residual and unallocated special order inventory for wine and spirtis	Medium		2-Nov	10-Dec-15	Not Started	Not Started	Not Started	Not Started	Not Started	In Progress	Zeltenr/Vogel	DLC Staff
65	M3	8.I	Develop process to reasssing residual unallocated inventory	Medium		2-Nov	15-Dec-15	Not Started	Not Started	Not Started	Not Started	Not Started	In Progress	Zeltenr/Vogel	DLC Staff
66	M3	8.J	Complete warehouse clean-up of unallocated s.o. inventory	Medium		23-Nov	31-Dec-15	Not Started	Not Started	Not Started	Not Started	Not Started	In Progress	Zeltenr/Vogel	DLC Staff
67	M3	8.K	Investigate reasons that caused unallocated inventory	Medium		30-Nov	31-Jan-16	Not Started	Not Started	Not Started	Not Started	Not Started	In Progress	Zeltenr/Vogel	DLC Staff
68	M3	8.L	Develop processes to prevent re-occurrence	Medium		1-Dec	31-Jan-16	Not Started	Not Started	Not Started	Not Started	Not Started	In Progress	Zeltenr/Vogel	DLC Staff
69	M3	8.M	Implement recommended solutions	Medium		15-Dec	28-Feb-16	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Zeltenr/Vogel	DLC Staff
70	9. Engage Warehouse staff in setting expectations, goals and accountability														
71	M3	9.A	Conduct All Hand Warehouse meeting (receiving, shipping, routing, picking)	Short		27-Apr	12-Jun	In Progress	Complete	Complete	Completed	Completed	Completed	Montes de Oca/Warehouse	
72	M3	9.B	Conduct daily check in meetings with each groups Supervisors (receiving, shipping, routing, picking) to discuss goals for the day, review key business processes, identify challenges, and establish action plans	Short		20-Apr	On Going	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Zeltner	
73		M3	9.C												
74	M3	9.D	Conduct weekly warehouse meeting to review goals, business process, procedures and end-to-end processes	Short		20-Apr	On-going	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Zeltner	
			Conduct Receiving training for Receivers on the use mobile scanners and establish business process for going forward	Short		20-Apr	15-Jun	In Progress	Complete	Complete	Completed	Completed	Completed	ERP/Gus Montes de Oca	
75	M3	9.E	Conduct Shipping training for Pickers on the use mobile scanners and establish business process for going forward	Short		20-Apr	15-Jun	In Progress	Complete	Complete	Completed	Completed	Completed	ERP/Gus Montes de Oca	
76															
77	14. Conduct cost effectiveness analysis for overnight loading.														
78	M3	14.A	Investigate in-house loading vs. outsourcing loading vs. mixed operations	Medium		1-Sep	31-Oct	Not Started	Not Started	In Progress	In Progress	Delayed to Nov.	Delayed to Jan.	Director's Office, Gus	
79	M4 Action Steps														
80	4. Improve scanning process														
81	M4	4.A	Reconfigure the warehouse's wireless system to ensure speed and accuracy of scanners	Short		4-May	12-Jun	Complete	Complete	Complete	Completed	Completed	Completed	DLC	DTS
82	M4	4.B	Test scanning for loading and deliveries	Short		6-Apr	12-Jun	Complete	Complete	Complete	Completed	Completed	Completed	ERP/DLC	
83	M4	4.C	Adjust scanners and train staff	Short		4-May	30-Jun	Complete	Complete	Complete	Completed	Completed	Completed	ERP/DLC	
84	M4	4.D	Implement the use of scanners for receiving and shipping out	Short		4-May	10-Jul	Complete	Complete	Complete	Completed	Completed	Completed	DLC	
85		M4	4.E												
86			Explore use of scanner to improve the inventory physical count process.	Long		31-Mar	30-Jun-16	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	ERP/DLC	
			Evaluate alternative scanner technology	Medium		18-May	31-Dec-15				In Progress	In Progress	In Progress		
87	10. Identify system Enhancements														
			Identify new requirements for iStore (quantity on hand, checking availability, monitoring code changes/approvals for code changes, success/notification to retail store locations about the success/failure of transmissions)	Short		5-May	30-Nov	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC/ERP	DOF - Lenny or none??
88	M4	10.A													
89	M4	10.B	Document configuration changes	Short		11-May	30-Nov	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC/ERP	DOF - Lenny or none??
90	M4	10.C	Develop and test changes	Medium		18-May	30-Nov	Not Started	Not Started	In Progress	In Progress	In Progress	In Progress	DLC/ERP	DOF - Lenny or none??

	A	B	C	D	E	F	G	I	J	K	L	M	N	O	P
91	M5 Action Steps														
92	2. Supplement Warehouse staffing with contractor(s) with expertise in Warehouse /Order Management														
93	M5	2.A	Develop and issue task order	Short		3-Apr	15-Jun	Complete	Complete	Complete	Completed	Completed	Completed	ERP	
94	M5	2.B	Review task order and select applicant	Short		13-Apr	15-Jun	Complete	Complete	Complete	Completed	Completed	Completed	ERP	
95	M5	2.C	Initiate Purchase Order	Short		20-Apr	15-Jun	Complete	Complete	Complete	Completed	Completed	Completed	ERP	
96	M5	2.D	Hire Consultant	Short		4-May	15-Jun	Complete	Complete	Complete	Completed	Completed	Completed	ERP	
97	M5	2.E	Additional consultant services for final racking plan	Medium		1-Dec	31-Dec	Not started	Not started	Not started	Not started	Not started	Not started	Zeltner / Vogel	
98	M5	2.F	Review recommendations by new consultant and approve as appropriate	Medium		1-Jan	31-Jan	Not started	Not started	Not started	Not started	Not started	Not started	Zeltner / Vogel	
99	M5	2.G	Implement approved recommendations for racking	Medium		2/1/2016	3/31/2016	Not started	Not started	Not started	Not started	Not started	Not started	Zeltner / Vogel	
100	12. Split DLC Sections further														
101	M5	12.A	A. Split DLC warehouse responsibilities for efficiency & effectiveness.	Medium		1-Apr	On-hold by CAO	In Progress	In Progress	In Progress	In Progress	In Progress	Completed	DO / Zeltner	
102	M5	12.B	B. Evaluate warehouse ops in different product categories	Medium		1-May	On-hold by CAO	In Progress	In Progress	In Progress	In Progress	In Progress	Completed	DO / Zeltner	
103	M6 Action Steps														
104	11. Identify Report Enhancements														
105	M6	11.A	Identify new requirements based on feedback from focus groups	Short		5-May	30-Jun	In Progress	Complete	Complete	Completed	Completed	Completed	DLC/ERP	
	M6	11.B	Develop tracking for shorts, wrong case on trucks and customer returns by product (beer, L/W, special orders)	Short		1-May	10-Jul	In Progress	Complete	Complete	Completed	Completed	Completed	EG/ERP	
106															
107	M6	11.C	Develop tracking for customer returns by customers	Short		18-May	10-Jul	In Progress	Complete	Complete	Completed	Completed	Completed	EG/ERP	
108	M6	11.D	Develop a slow moving items report	Medium		27-Apr	31-Dec	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC/ERP	
109	M6	11.E	Document configuration changes	Medium		11-May	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC/ERP	
110	M6	11.F	Develop and test changes	Medium		18-May	30-Nov	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC/ERP	
111	M6	11.G	Define requirements for any required additional inventory reports	Medium		8-Sep	30-Sep	Not Started	Not Started	In Progress	In Progress	In Progress	In Progress	DLC/ERP	
112															
113	13. Track performance improvement in the warehouse														
114	M6	13.A	Review current metrics	Short		20-Apr	19-Jun	In Progress	In Progress	Complete	Completed	Completed	Completed	DLC, CountyStat	
115	M6	13.B	Create new metrics based on new processes	Short		20-Apr	31-Dec	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC, CountyStat	
116	M6	13.C	Track and report on new metrics	Short		1-Nov	ongoing	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC, CountyStat	OMB
117	M6	13.D	Implement DLCStat meetings occurring monthly	Short		29-May	ongoing	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC, CountyStat	OMB, ERP, FIN, CAO
118															

	A	B	C	D	E	F	G	I	J	K	L	M	N	O	P
1	III. Improve Special Orders Action Plan														
2	Milestone Updates						Milestone Date	6/30/2015 Status	7/31/2015 Status	8/31/2015 Status	9/30/2015 Status	10/31/2015 Status	11/30/2015 Status	Lead Party	Supporting Party(ies)
3															
4															
5	M7 <u>Implement Improvements in Special Order Delivery Operations</u>						10/31/2015	On schedule	On schedule	On schedule	On schedule	15 Days Late	1/31/2016	DLC / ERP	Suppliers
6	<p>Major Accomplishments (What have we accomplished in the last month?): * Full Warehouse management team in place, including a Manager III with main responsibility on Special Orders. * Reduction of over 4,000 cases of unallocated special order stock continued to be major emphasis this month. Effort will be completed in December. * Elimination of unallocated stock will significantly improve special order fulfillment by facilitating appropriately locating, picking and delivery of special orders. * Racking for S.O. Beer has been implemented. *Completed evaluation of technical ability to modify placement of orders by Supplier Reps; with possible implementation early in 2016. * Use of labels at receiving time is giving us additional insights on our business proecesses and Oracle needs.</p> <p>Upcoming major actions (What do we expect to accomplish in the next month?): * Complete disposition of more than 4,000 cases of unallocated products to create space and smooth operations in the Special Order areas of the warehouse. * Continue use of labeling and scanning of special order beer to improve accuracy and timing of deliveries for special beer, and explore new scanner technology to improve accuracy and speed.* Continue to implement changes to current practices by the new Warehouse Management team. * Enhance operations & monitoring of surveillance cameras to prevent losses.* Bring in warehouse expert to explore changes to the racking system in the S.O. area for wine and spirits.</p> <p>Current Risks (Current or expected tems that need CAO/ACAO attention): * Enhance communication with elected officials to show improvements under way.</p>														
7															
8															
9	M8 <u>Implement Ongoing Performance Metrics and Customer Feedback/Improvement System</u>						11/30/2015	On schedule	On schedule	On schedule	On schedule	On schedule	1/31/2016	DLC / CountyStat	ERP
10	<p>Major Accomplishments (What have we accomplished in the last month?): * Outreach efforts have been completed to obtain metrics from peers and the private sector. * Efforts to clean up the warehouse from old unallocated products (over 4,000 cases) have resulted in delays to other, less pressing, efforts.</p> <p>Upcoming major actions (What do we expect to accomplish in the next month?): * Analyze information received, make decisions on relevant information and develop final metrics by January, 2016.</p> <p>Current Risks (Current or expected tems that need CAO/ACAO attention): *None anticipated at this time.</p>														
11															
12															
13	M9 <u>Conduct Alternatives Analysis for: Special Orders Delivery Outsourcing, Direct Shipment, and Other Improvements</u>						11/30/2015	On schedule	On schedule	On schedule	On schedule	On schedule	1/31/2016	DLC	CAO/ACAO; State
14	<p>Major Accomplishments (What have we accomplished in the last month?): * Initial evaluation by new management at the warehouse believes that additional radical changes are not necessary. Instead there has been significant changes to the creation of adequate space for licensee orders, use of scannable labels at time of receiving, and disposition of unallocated orders in the Special Order room for wine and spirits. * Keeping an open mind to other adjustments. * Visited the warehouse of a major supplier of special wines and spirits and need for change in scanning guns became evident. * Fleet REOI may have an impact on adding some delivery vans for special orders.</p> <p>Upcoming major actions (What do we expect to accomplish in the next month?): * Continue the changes to warehouse operations, including communicating clear expectations to warehouse staff. * Expand the use of scannable labels to special order beer. * Goal to significantly improve accuracy and reliability of special orders starting in December with full implementation by early Spring, 2016 the latest.</p> <p>Current Risks (Current or expected tems that need CAO/ACAO attention): * Need to improve our outreach and communications with elected officials at the State and local levels.</p>														
15															
16															

	A	B	C	D	E	F	G	I	J	K	L	M	N	O	P	
17																
18	Milestone Prime Supporting				Action Item	Term	Start Date	Expected Completion Date	6/30/2015 Status	7/31/2015 Status	8/31/2015 Status	9/30/2015 Status	10/31/2015 Status	11/30/2015 Status	Lead Party	Supporting Party(ies)
19																
20																
21																
21	M7 Action Steps															
22	1. Logistical improvements															
23	M7		1.A	Review management and classification of positions in the Special Orders Unit.	Short	6-Apr	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	Completed		Zeltner	
24	M7		1.B	Examine workload and determine if personnel expansion is necessary.	Short	6-Apr	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	Completed		Zeltner	OMB, CAO
25	M7		1.C	Create Identifier Code System for special order products and implement	Short	1-Apr	On-going	In Progress	In Progress	In Progress	In Progress	Completed	Completed		Zeltner	
26	M7		1.D	Expand warehouse space and location/numbering for improved tracking and picking.	Short	1-Apr	1-Jul	In Progress	Completed	Completed	Completed	Completed	Completed		Gus Montes de Oca	
27	M7		1.E	Develop final recommendations with new management for warehouse personnel	Medium	15-Nov	31-Dec	Not Started	Not Started	Not Started	Not Started	Not Started	In Progress			
28	M7		1.F	Receive final approval by CAO	Medium	1-Jan	31-Jan	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started			
29	4. Identify and define challenges with Special Order Products															
30	M7		4.A	Align inventory of the top 4 Special Order suppliers	Short	11-Apr	11-Apr	In Progress	Completed	Completed	Completed	Completed	Completed		Gus Montes De Oca	
31	M7		4.B	Establish locator numbers to improve receiving and picking of product	Short	11-Apr	19-Jun	In Progress	Completed	Completed	Completed	Completed	Completed		Gus Montes De Oca	
32	M7		4.C	All Special Order products will be received and picked using locator numbers	Short	13-Apr	6-Jul	In Progress	Completed	Completed	Completed	Completed	Completed		Gus Montes De Oca	
33	M7		4.D	Engage DLC Special Order Team in identify issues	Short	1-May	12-Jun	Completed	Completed	Completed	Completed	Completed	Completed		Pandya	
34	M7		4.E	Develop action plan to address issues	Short	1-May	19-Jun	In Progress	Completed	Completed	Completed	Completed	Completed		Pandya/Gus Montes De Oca	
35	M7		4.F	Implement a plan for buyers and warehouse receiving staff to Collect UPC codes for all Special Order products	Short	11-Apr	ongoing	In Progress	In Progress	In Progress	In Progress	Completed	Completed		Pandya / Zeltner	
36	M7		4.G	Implement plan for warehouse staff to manually collect and entering UPC codes when receiving	Short	20-Apr	ongoing	In Progress	In Progress	In Progress	In Progress	Completed	Completed		Zeltner	
37	5. Establish the role of sales reps in placing orders on behalf of licensees															
38	M7		5.A	Review current capabilities and areas of concern	Short	28-May	31-Oct	In Progress	In Progress	In Progress	In Progress	Completed	Completed		Pandya	
39	M7		5.B	Develop DLC policy on the role of sales reps in placing orders	Short	28-May	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	Completed		Director's Office DLC	
40	M7		5.C	Implement the DLC policy on the roles of sales reps in placing orders and train Suppliers.	Medium	17-Jul	29-Feb	Not Started	Not Started	Not Started	In Progress	In Progress	In Progress		Pandya	
41	M8 Action Steps															
42	3. Track performance improvement in special orders															
43	M8		3.A	Review current metrics	Short	20-Apr	19-Jun	In Progress	Completed	Completed	Completed	Completed	Completed		DLC, CountyStat	
44	M8		3.B	Create new metrics based on new processes	Short	8-May	30-Jun	In Progress	Completed	Completed	Completed	Completed	Completed		DLC, CountyStat	
45		M8	3.C	Track and report on new metrics	Short	6-Jul	ongoing	Not Started	In Progress	In Progress	In Progress	In Progress	In Progress		DLC, CountyStat	OMB
46		M8	3.D	Implement DLCStat meetings occurring monthly	Short	26-May	ongoing	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress		DLC, CountyStat	OMB, ERP, FIN, CAO
47	M8		3E	Review and expand metrics with new M2 and M3 input	Medium	1-Oct	11/30/2015	Not Started	Not Started	Not Started	In Progress	In Progress	In Progress		Zeltner	
48	M9 Action Steps															
49	2. Improve special orders deliveries															
50	M9		2.A	Continue effort with Comptroller to interpret "come to rest" provision of State law	Short	15-Mar	31-Oct	In Progress	In Progress	In Progress	In Progress	Completed	Completed		DLC Director	
51	M9		2.B	Examine delivery options for Special Orders, including vendor to warehouse to customers.	Short	1-May	31-Oct	In Progress	In Progress	In Progress	In Progress	Completed	Completed		DLC Chiefs	
52	M9		2.C	Evaluate contracting out delivery of special orders and entire delivery operation	Medium	1-May	30-Nov	In Progress	In Progress	In Progress	In Progress	Completed	Completed		DO / DLC Chiefs	
53	M9		2.D	Evaluate smaller delivery trucks (no CDL license needed)	Medium	1-May	31-Jan	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress		Zeltner/Vogel	DGS-Fleet
54	M9		2.E	Review time tables for supplier deliveries to warehouse	Short	15-Apr	30-Nov	In Progress	In Progress	In Progress	In Progress	Completed	Completed		Zeltner/Vogel	
55	M9		2.F	Review and update time tables for DLC deliveries to retailers	Short	15-Apr	31-Jan	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress		Zeltner/Vogel	

	A	B	C	D	E	F	G	I	J	K	L	M	N	O	P
1	IV. Improve Retail Operations Action Plan														
2	Milestone Updates				Milestone Date	6/30/2015 Status	7/31/2015 Status	8/31/2015 Status	9/30/2015 Status	10/31/2015 Status	11/30/2015 Status	Lead Party	Supporting Party(ies)		
3															
4															
5	M10 <u>Open Four (4) New Stores and Relocate One (1) Store in FY16</u>				6/30/2016	On schedule	On schedule	On schedule	On schedule	On schedule	On schedule	DLC	DTS, DGS		
	Major Accomplishments (What have we accomplished in the last month?): * King Farm has the final county lease and we are waiting for the lease to be returned to County Attorney with signatures in December. A new site was determined to be more desirable than the Town Center location, (North Washington Street) and the Terms and conditions have been submitted to the property owners for their signature. Final lease to be ratified by January 2016. * Two other sites are either under construction or have current tenants. They should not be available to us until late on the first quarter of 2016 or early in the second quarter. * The replacement to the Chevy Chase store is still being reviewed by CDCI and the landlord and continues in negotiations. *All interviews for Assistant and Managers will be completed in December. Offers will be made in January.														
6															
7	Upcoming major actions (What do we expect to accomplish in the next month?): *Lease negotiations and final signatures will be completed for the King Farm store in December and the North Washington St. store in January. * Complete layout plans for the new sites and order display fixtures for products. Layout design of stores are in progress for King Farm as soon as CDCI submits drawings. Conceptual design has been completed * Hiring and training of new personnel based on scheduled openings, as negotiations conclude. * Monitor progress of implementation for all five sites. Park Potomac and Aspen Hill are in counter proposals and their response should be submitted in December.														
8	Current Risks (Current or expected tems that need CAO/ACAO attention): * We are doing multiple Stores and only have One Job Order Contractor, the risk is the time table and PO limits per buildout if over \$250,000 per PO. * Park Potomac will be over \$400,000 although we will receive credits for buildout.														
9	M11 <u>Develop Long-Range Retail Store Business Plan/Strategy</u>				6/30/2016	Not started	Not started	Not started	On schedule	On schedule	On schedule	DLC	DGS, DTS, Co. Attorney		
	Major Accomplishments (What have we accomplished in the last month?): * Brown Forman has been assisting the Department on this matterwith demographics and site characteristics. * Major efforts, however, will not occur until we have made significant progress in the opening of the first two new DLC stores.														
10															
11															
12	Upcoming major actions (What do we expect to accomplish in the next month?): * Review of previous recommendations in the Long Range Strategic Plan so that activities can start in full force once we have certainty on achieving the opening of the first two new stores.														
	Current Risks (Current or expected tems that need CAO/ACAO attention): * None at this time.														
13	M12 <u>Implement Best Management Practices: Performance Monitoring and Internal Controls</u>				1/31/2016	On schedule	On schedule	On schedule	On schedule	Postponed until after the holiday season.	Postponed until after the holiday season.	DLC / CountyStat			
	Major Accomplishments (What have we accomplished in the last month?): * Creation of new metrics has been postponed until after the Holiday Season, so that managers can be involved in its development. * *Retail staff have met with DLC IT group to create reports that will automatically give us information to review sales by store,.Sales by store size, Customer Counts, Inventory turns, Sales of Advertised products will be some of the examples we will have. December 2015 vs 2014 for the Advertised products in flyer will begin at end of December. We have a written policy concerning discounts at stores and no discounts are given without proper permissions from the office. A daily report is run from the POS system on and pricing variances. * Wednesday, 11/25/15 established a new record for one day sales at our stores: at total of \$1.4 Million sold.														
14															
15															
16															
	Upcoming major actions (What do we expect to accomplish in the next month?): * Continue coordination between buyers and store managers for list of sales items and a report of top selling items from 2014 to ensure proper inventory for the Holidays.														
	Current Risks (Current or expected tems that need CAO/ACAO attention): * None at this time.														

	A	B	C	D	E	F	G	I	J	K	L	M	N	O	P
17	Milestone Prime Supporting														
18															
19															
20	M10 Action Steps														
21	2. Lease three new sites and one relocation														
22	M10		2.A	Identify and evaluate candidate locations, including available space	Short	17-Apr	30-Aug	In Progress	In Progress	Complete	Complete	Complete	Complete	Montes de Oca	
23	M10		2.B	Review sites for possibility of a super store and assess feasibility	Medium	5-Jul	30-Dec	In Progress	In Progress	In Progress	In Progress	Complete	Complete	D. Office/Gus	
24	M10		2.C	Enter into lease agreements for selected sites (staggered)	Medium	5-Jun	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Montes de Oca	
25	M10		2.D	Outfit and stock new stores (staggered)	Long	4-Sep	31-Mar	Not Started	Not Started	Not Started	Not Started	In Progress	In Progress	Montes de Oca/Retail Staff	
26	M10		2.E	Open new stores (staggered with periodic updates to CAO, OMB)	Long	1-Dec	30-May-16	Not Started	Not Started	Not Started	Not Started	In Progress	In Progress	Montes de Oca/Retail Staff	
27	3. Staff new stores														
28	M10		3.A	Identity staffing needs	Medium	2-Jun	30-Sep	In Progress	In Progress	In Progress	In Progress	Complete	Complete	Montes de Oca/Retail Staff	OMB
29	M10		3.B	Hiring process (staggered based on date of opening).	Medium	1-Oct	15-Nov	Not Started	Not Started	Not Started	Not Started	In Progress	In Progress	Montes de Oca/Retail Staff	OMB, OHR
30	M10		3.C	Train new staff (staggered based on date of opening).	Long	16-Nov	30-Mar-16	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Montes de Oca/Retail Staff	
31	M11 Action Steps														
32	1. Develop a plan for new locations and relocations														
33	M11		1.A	Hire a consultant	Short	17-Apr	17-Apr	Complete	Complete	Complete	Complete	Complete	Complete	Gus Montes de Oca	
34	M11		1.B	Request GIS information on existing retail shopping centers in the county and demographics	Short	13-Apr	20-Apr	Complete	Complete	Complete	Complete	Complete	Complete	Gonzalez/Montes de Oca	DTS
35	M11		1.C	Provide monthly updates to CAO	Long	2-Jun	1-Dec	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Gus Montes de Oca/Director	CAO
36	M11		1.D	Develop a DLC strategy for new retail store openings and locations	Long	1/2/16	6/30/16	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DO / Gus	
37	M11		1.E	Develop a DLC brand strategy with store guidelines and consistent use of DLC branding	Long	On-going	20-Dec		In Progress	In Progress	In Progress	In Progress	In Progress	Gus	
38	M12 Action Steps														
39	4. Track performance improvement in retail														
40	M12		4.A	Review current metrics	Short	20-Apr	30-Aug	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC, CountyStat	
41	M12		4.B	Create new metrics based on new processes	Short	20-Apr	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC, CountyStat	
42		M12	4.C	Track and report on new metrics	Medium	1-Oct	ongoing	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC, CountyStat	OMB
43		M12	4.D	Implement DLCStat meetings occurring monthly	Short	28-May	ongoing	Not Started	In Progress	In Progress	In Progress	In Progress	In Progress	DLC, CountyStat	OMB, ERP, FIN, CAO
44	5. Improve Inventory and other controls in Stores														
45	M12		5.A	Involve store managers in inventory counts and look into involving another DLC unit in the counts to allow for a secondary check, for FY15 year-end counts.	Short	24-Jun	15-Jul	In Progress	Complete	Complete	Complete	Complete	Complete	Gus, Diane, Store Managers	
46	M12		5.B	Develop and implement policy for changing safe combination	Medium	18-May	30-Sep	In Progress	In Progress	In Progress	In Progress	Complete	Complete	Gus	
47	M12		5.C	Implement policy for authorization of discount transactions	Medium	2-Jun	31-Oct	In Progress	In Progress	In Progress	In Progress	Complete	Complete	DO - Div. Chiefs	

	A	B	C	D	E	F	G	I	J	K	L	M	N	O	P
1	V. Improve Delivery and Fleet Operations Action Plan														
2							Milestone	6/30/2015	7/31/2015	8/31/2015	9/30/2015	10/31/2015	11/30/2015	Lead Party	Supporting Party(ies)
3	Action Item						Date	Status	Status	Status	Status	Status	Status		
4															
5	M13 <u>Implement Improvements in Delivery Routing & Operations</u>						12/31/2015	On Schedule	Ongoing	On Schedule	On Schedule	On Schedule	On schedule	DLC	DTS
6	Major Accomplishments (What have we accomplished in the last month?): * Review of existing routing and rationale behind it is under way. * Need to review transportation module of Oracle that was declined earlier. *Preliminary analysis of returns show that most returns come from a relatively small number of licensees. Personal contacts have been established to attempt to obtain main reasons and to develop Action Plan activities to reduce them.* New policy for beer quantity discount became effective December 1. The change should result in lowering beer returns due to "quantity discount" issues. * Reviewed extraneous return reasons and established policy with the stores and cashiers to eliminate them.														
7	Upcoming major actions (What do we expect to accomplish in the next month?): * Schedule of major supplier deliveries has been streamlined and number of weekly deliveries has been reduced and spread out more evenly during the week. * Similar analysis will be conducted for licensees in order to improve timeliness and accuracy of deliveries to licensees, with goal of implementing changes in January.														
8	Current Risks (Current or expected themes that need CAO/ACAO attention): *None at this time.														
9	M14 <u>Completed Analysis of Fleet Requirements and Alternatives and Develop Recommendations</u>						10/31/2015	On Schedule	Ongoing	On Schedule	On Schedule	On Schedule	On schedule	DLC	DGS, Procurement, OMB
10	Major Accomplishments (What have we accomplished in the last month?): * By the time all approvals were obtained and order placed for the first six lease trucks, the manufacturer had run out of inventory. New order will be placed once manufacturer posts prices. Delivery of new trucks still expected by the Fall, 2016. * REOI for the remainder of the fleet was advertised ahead of schedule. * Pre-submission conference held with reps from three vendors attending, and questions answered. * Responses due on December 10, 2015. Interviews, if needed, planned for week before Christmas.														
11	Upcoming major actions (What do we expect to accomplish in the next month?): * Review timeline to complete ordering of first six replacement trucks. * Hold final interviews for the REOI,if needed, on December 18, 2015.														
12	Current Risks (Current or expected themes that need CAO/ACAO attention): * None anticipated.														
13	M15 <u>Implement Improvements in Delivery & Fleet Performance Monitoring</u>						10/31/2015	On Schedule	Ongoing	On Schedule	One Month Delay	One Month Delay	1/31/2016	DLC / CountyStat	
14	Major Accomplishments (What have we accomplished in the last month?): * Activities for this Milestone have been further delayed due to high level of attention to "cleaning up the warehouse" from unallocated inventory. * Expect recommendations in January, 2016.														
15	Upcoming major actions (What do we expect to accomplish in the next month?): *Continue working with CountyStat in the development of new metrics and engage newly hired staff to direct the effort, after warehouse issues are under control.														
16	Current Risks (Current or expected tems that need CAO/ACAO attention): * None anticipated.														
17															
18															

	A	B	C	D	E	F	G	I	J	K	L	M	N	O	P
19	Prime Supporting			Action Item	Term	Start Date	Expected Completion Date	6/30/2015 Status	7/31/2015 Status	8/31/2015 Status	9/30/2015 Status	10/31/2015 Status	11/30/201 5 Status	Lead Party	Supporting Party(ies)
20															
21															
22	M13 Action Steps														
23	1. Optimize delivery routing using GPS and quantity order data														
24	M13		1.A	Review current delivery route methodology and identify areas for improvement (iteration 1)	Medium	On-going	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DO / Gus	
25	M13		1.B	Implement Improved delivery routing	Medium	1-Nov	30-Nov	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Zeltner	
26		M13	1.C	Track delivery improvements	Long	1-Dec	on-going	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Zeltner	
27	2. Improve delivery timetables														
28	M13		2.A	Review time tables for supplier deliveries to warehouse	Short	15-Apr	30-Nov	In Progress	In Progress	In Progress	In Progress	Completed	Completed	Zeltner/Vogel	
29	M13		2.B	Review and update time tables for DLC deliveries to retailers	Short	15-Apr	30-Nov	Not Started	In Progress	In Progress	In Progress	In Progress	In Progress	Zeltner/Vogel	
30	3. Improve delivery policies and protocols														
31	M13		3.A	Develop protocol for customer not available at time of delivery	Short	4-May	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Zeltner/Vogel	
32	M13		3.B	Assess the need for DLC policy to rotate delivery route assignments and driver/helper pairings periodically	Short	On-going	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DO / Zeltner	
33	4. Review and updated driver documentation form														
34	M13		4.A	Change driver tally sheet to sync with DLC-Finance	Short	15-Apr	15-Jun	Completed	Completed	Completed	Completed	Completed	Completed	Zeltner/Pandya	
35	M13		4.B	Instruct drivers on new change	Short	15-Jun	22-Jun	In Progress	Completed	Completed	Completed	Completed	Completed	Zeltner/Vogel	
36		M13	4.C	Verify compliance with change	Medium	12-Jun	ongoing	Not Started	In Progress	In Progress	In Progress	In Progress	In Progress	Zeltner/Vogel	
37	M14 Action Steps														
38	5. Resolve fleet issues using market and cost of service information and industry best practices														
39	M14		5.A	Complete initial analysis of DLC Fleet. Complete critical lifecycle analysis and identify short and long term fleet strategy.	Short	1-Mar	1-Apr	Complete	Complete	Complete	Complete	Complete	Complete	DGS/MontesDO	DLC, OMB
40	M14		5.B	Complete a more detailed analysis of PFM Fleet options. Draft REOI for next generation liquor delivery vehicle. DGS working with multiple truck manufactures for site visits and process analysis. Finalize analysis and new truck specifications.	Medium	30-Mar	31-Oct	In Progress	In Progress	In Progress	Complete	Complete	Complete	DGS/MontesDO	DLC, OMB
41	M14		5.C	Purchase/Lease 6 new trucks (DGS Fleet Recommendation). DGS determined that 6 trucks are in critical immediate need of replacement for safety, reliability, and maintenance issues. DGS completed specifications for replacements. Once approved and funded delivery of trucks 180-240 days. Expect delivery in late fall, 2016.	Short	15-Apr	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DGS/MontesDO	DLC, OMB
42	M14		5.D	Come to a decision on fleet. Present fleet analysis to OMB and FIN for purchase / lease options of the future DLC fleet.	Medium	15-Jul	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DGS/Zeltner	DLC, OMB, FIN
43	M14		5.E	Develop, advertise and receive REOI for new truck fleet	Medium	15-Sep	10-Dec	Not Started	Not Started	Not Started	In Progress	In Progress	Complete	DGS/Zeltner	Procurement
44	M14		5.F	Evaluate REOI responses and develop RFP on basis of finalists from REOI process	Medium	10-Dec	22-Jan	Not Started	Not Started	Not Started	Not Started	Not Started	In Progress	DGS/Zeltner	Procurement
45	M14		5.G	Advertise RFP and wait for bidders responses	Long	26-Jan	1-Mar	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DGS/Zeltner	Procurement
46	M14		5.H	Select successful bidder and order trucks	Long	31-Mar	30-Apr	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DGS/Zeltner	Procurement
47	M15 Action Steps														
48	6. Track performance improvement in delivery and fleet														
49	M15		6.A	Review current metrics	Short	20-Apr	15-Jun	In Progress	Complete	Complete	Complete	Complete	Complete	DLC, CountyStat	
50	M15		6.B	Create new metrics based on new processes	Short	18-May	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC, CountyStat	
51		M15	6.C	Track and report on new metrics	Medium	1-Jul	ongoing	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC, CountyStat	OMB
52		M15	6.D	Implement DLCStat meetings occurring monthly	Short	29-May	ongoing	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC, CountyStat	OMB, ERP, FIN, CAO

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	VI. Improve Financial Controls and General Operations Action Plan														
2	Milestone Updates						Milestone Date*	6/15/2015 Status	6/30/2015 Status	7/31/2015 Status	8/31/2015 Status	9/30/2015 Status	10/31/2015 Status	Lead Party	Supporting Party(ies)
3															
4															
5	M16 Complete remaining post implementation FY15 transaction processing						8/31/2015	NA	Delayed	On Schedule	Complete	Complete	Complete	DLC	Finance, ERP
6	Major Accomplishments (What have we accomplished in the last month?): N/A														
7	Upcoming major actions (What do we expect to accomplish in the next month?): N/A														
8	Current Risks (Current or expected items that need CAO/ACAO attention): Year-end audit fieldwork is in process, with completion of most of fieldwork anticipated within next 30 days; any auditor requests relating to transactions that involved processing issues or temporary manual solutions may occur throughout that timeframe.														
9	M17 Implement improvements in financial and internal controls across DLC operations						6/30/2016	NA	On Schedule	On Schedule	On Schedule	On Schedule	On Schedule	DLC	Finance, ERP
10	Major Accomplishments (What have we accomplished in the last month?): * Completed and posted to intranet site formal documentation of: ACH rejection and collection end-to-end processes, Credit Card processing and reconciliation end-to-end processes, LRE customer account creation and related processes * FIN A/P conducted two training sessions for DLC A/P staff * Continued development of redesigned standardized receipt templates for warehouse and LRE cash receipts * Significant analysis performed to research and resolve backlog of receiving holds, which had resulted in delays in processing related supplier payments; revised daily procedures have been developed and are to be implemented, to avoid a future recurrence.														
11	Upcoming major actions (What do we expect to accomplish in the next month): * Complete reviews and finalize documentation over business process changes relating to: receipt reversals, recording of LRE invoices * Complete the automated recording of Zero Balance Account (ZBA) sweeps. * Continuing support of DLC's efforts to enhance, streamline and improve warehouse inventory controls * Continue efforts to more fully automate bank reconciliation activities through resolving causes of exceptions * Continued development and testing of enhanced processes for over/shorts from POS to the general ledger* Continued development and implementation of POS control totals and enhanced reporting for reconciliation purposes *Enhancements to POS interface will be focused on after intital efforts over standardized processing of receipts and resolution of over/short transactions are completed														
12	Current Risks (Current or expected items that need CAO/ACAO attention): Year-end closing and external audit have resulted in temporary reduction of financial accounting resources available to analyze and resolve DLC action plan items * End-to-end processes originating in the warehouse impact financial transaction processing; as a result, improvements and efficiencies in financial processing depend heavily on future DLC/FIN collaboration when implementing resolution of current issues and when evaluating policies and procedures.														
13	M18 Implement best practices: workforce planning, standard operating procedures, and process improvements						12/31/2016	NA	On Schedule	On Schedule	On Schedule	On Schedule	On Schedule	DLC	Finance, ERP
14	Major Accomplishments (What have we accomplished in the last month?): *Implemented interim process for monthly consolidation of DLC inventory and MCG enterprise general ledger activity; permanent fully automated solution will take additional analysis and evaluation to occur after year-end closing *Begin development of front-end interface to enhance and replace current manual three-way matching process between purchase orders, receiving, and vendor invoices * Significant efforts invested in evaluating potential OCR solutions and performing proof of concept for more fully automating the current manual time-consuming and complex invoice entry process, especially over ATO invoices, and to better automate the three-way-match and bill paying processes; potential solution identified * As noted in Customer Service, Warehouse Operations, and/or Special Orders sections I, II, and III, operation processes, warehouse organization, inventory levels and associated min/max stocking policies are under review, which will then be used for reevaluation of related processes, configuration, and controls														
15	Upcoming major actions (What do we expect to accomplish in the next month?): * Note have deferred implementation of automated consolidation of DLC to MCG general ledger, to allow more time to fully evaluate implications, and continue the interim manual workaround process in the meantime. * Continued focus on improvements to warehouse processes and controls, including those that relate to ATO, and that impact financial transaction processing * Continued proof of concept evaluation over proposed OCR solution * DLC has met with reps from the Comptroller's Office to clarify authority for re-stocking fees and refusal to accept placed orders. Written request sent and now we are waiting for reply.														
16	Current Risks (Current or expected items that need CAO/ACAO attention): OCR solution is not currently budgeted for. However, preliminary solution identified involves minimal cost; FIN and DLC coordinating on next steps.														

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
17																
18	Milestone Prime Supporting	Action Item				Term	Start Date	Expected Completion Date*	6/15/2015 Status	6/30/2015 Status	7/31/2015 Status	8/31/2015 Status	9/30/2015 Status	10/31/2015 Status	Lead Party	Supporting Party(ies)
19																
20																
21																
22	1. Improve Cash Management by increasing automation of DLC bank account reconciliations															
23	M17		1.A	Resolve POS Auto-Invoice-Receipt matching differences	Long	15-Apr	30-Jun	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	ERP	DOF - Williams	
24	M16		1.B	Eliminate unrecorded daily warehouse receipts from February - current. (See 2A)	Short	15-Apr	30-Jun	In Progress	In Progress	Complete	Complete	Complete	Complete	Pandya	DOF - Metzger	
25	M16		1.C	Eliminate unrecorded LRE receipts from February - current. (See 2B)	Short	15-Apr	30-Jun	In Progress	In Progress	Complete	Complete	Complete	Complete	Pandya	DOF - Metzger	
26	M16		1.D	Update the reconciliation status of ACH transactions in AP module	Medium	15-Apr	31-Jul	In Progress	In Progress	Complete	Complete	Complete	Complete	ERP	DOF - Williams	
27	M16		1.E	Eliminate unrecorded ZBA transfers and implement interim manual process	Medium	15-Apr	30-Sep	In Progress	In Progress	Complete	Complete	Complete	Complete	DOF - Williams	ERP	
28	M17		1.F	Resolve issue with ZBA Transfer automation by loading Oracle RUP patch	Medium	1-Sep	31-Dec	Not Started	In Progress	In Progress	In Progress	In Progress	In Progress	ERP	DOF - Williams	
29	M17		1.G	Improve control and standardization over recording and collecting on ACH rejections by documenting procedures.	Medium	15-Apr	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	Complete	Pandya	DOF - Williams	
30	M17		1.H	Eliminate FY16 unrecorded daily warehouse receipts from July until permanent solution(s) implemented. (See 2A)	Medium	1-Jul	Oct 31 (after 2A)			Not Started	In Progress	In Progress	In Progress	DLC - Pandya	DOF - Metzger	
31	M17		1.I	Eliminate FY16 unrecorded LRE receipts from July until permanent solution(s) implemented. (See 2B)	Medium	1-Jul	TBD/Imminent			Not Started	In Progress	In Progress	In Progress	DLC - Pandya	DOF - Metzger	
32	M18		1.J	Update the reconciliation status of ACH transactions in AP module - automated solution	Medium	1-Aug	TBD/Imminent			Not Started	Not Started	Complete	Complete	ERP	DOF - Williams	
33	2. Improve Accounts Receivable function by optimizing business processes and automation															
34	M17		2.A	Develop daily warehouse receipts template, test and implement	Medium	15-Apr	TBD/Imminent	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	ERP	DLC, DOF - Metzger	
35	M17		2.B	Develop LRE receipt template, test and implement	Medium	15-Apr	TBD/Imminent	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	ERP	DLC, DOF - Metzger	
36	M17		2.C	Develop and implement notification of credit card interface	Medium	15-Apr	31-Jul	In Progress	In Progress	Complete	Complete	Complete	Complete	ERP	DOF - Metzger	
37	M17		2.D	Implement ACH rejection and collection processes (see 1G)	Medium	15-Apr	30-Sep	In Progress	In Progress	In Progress	In Progress	Complete	Complete	Pandya	DOF - Metzger, Williams	
38	M17		2.E	Develop procedures on creating LRE customers into Oracle AR Module	Medium	15-Apr	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	Complete	Pandya	DOF - Metzger	
39	M17		2.F	Develop procedure for LRE invoices to be recorded using Oracle AR Module	Medium	15-Apr	TBD	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Pandya	DOF - Metzger	
40	M17		2.G	Develop procedures for receipt reversals	Medium	15-Apr	TBD, est. 12/31	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	ERP	DLC, DOF - Metzger	
41	M17		2.H	Develop and implement revised procedures for Credit Card Reconciliation	Medium	13-Jul	30-Nov			In Progress	In Progress	In Progress	Complete	DOF-Metzger	DLC-Pandya	
42	M17		2.I	Develop and implement revised procedures/policies/reporting for Credit Memos (RMA) - Returns	Medium	15-Apr	TBD		In Progress	In Progress	In Progress	In Progress	In Progress	DLC-Pandya	DOF - Metzger/ERP	
43	M17		2.J	Develop and implement revised procedures/policies/reporting for Credit Memos (RMA) - Promotional Discounts (<i>this was the old 3.A - Improve controls over how promotional credits will be applied to licensee. </i>)	Long	15-Apr	30-Jun-16		In Progress	In Progress	In Progress	In Progress	In Progress	DLC-Pandya	DOF - Metzger/ERP	
44	M17		2.K	Resolve remaining issues preventing application of credit memos against A/R invoices	Medium	4-Jun	TBD			Not Started	In Progress	In Progress	In Progress	DLC-Pandya	DOF - Metzger/ERP	
45	M17		2.L	Review and update policies/procedures (limited rights, second signature above certain threshold, etc) over A/R discounted transactions to ensure transactions are appropriately authorized prior to processing	Long	5-Oct	30-Jun-16			Not Started	Not Started	Not Started	Not Started	DLC - Pandya/Montes do Oca	DOF - Metzger	
46	M17		2.M	Improve timeliness/Control of recording A/R transactions by automating Create Accounting for AR	Medium	15-Apr	31-Jul	In Progress	In Progress	Complete	Complete	Complete	Complete	ERP	DOF - Metzger	
47	M17		2.N	Ensure accurate A/R transactions by validating Accounts Receivable data (SLA to GL)	Medium	15-Apr	31-Mar	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DOF - Williams	DLC	
48	M18		2.O	Reevaluate further reengineering/streamlining of LRE & Warehouse cash receipt recording process for direct entry to Oracle at point of receipt	Long	4-Jan-16	30-Jun-16			Not Started	Not Started	Not Started	Not Started	DOF-Metzger	DLC/ERP	
49	M17		2.P	Develop and implement revised procedures for ensuring one invoice generated per delivery date	Medium	20-Jul	31-Aug			In Progress	In Progress	Complete	Complete	ERP	DLC, DOF - Metzger	
50																

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
51	3. Improve Accounts Payable function by optimizing business processes and automation														
52	M17		3.A	Improve timeliness/Control of recording A/P transactions by automating Create Accounting for AP	Short	15-Apr	20-Apr	Complete	Complete	Complete	Complete	Complete	Complete	ERP	DOF - Shabani
53	M17		3.B	Improve controls over A/P function by further defining and aligning duties to Oracle access for A/P Staff	Short	15-Apr	30-Apr	Complete	Complete	Complete	Complete	Complete	Complete	DLC/ERP	DOF - Shabani
54	M17		3.C	Increase accuracy of monthly A/P closings by fixing configuration of the AP Trial Balance for DLC	Medium	15-Apr	31-Dec	In Progress	In Progress	In Progress	In Progress	Complete	Complete	ERP	DOF - Shabani
55	M18		3.D	C. Eliminate bottlenecks with invoice processing by implementing an OCR solution to handle large, multi-line invoices	Long	30-Apr	30-Jun-16	Not Started	Not Started	In Progress	In Progress	In Progress	In Progress	ERP-Utermohle/DOF-Shabani	DLC-Pandya
56	M18		3.E	Make imaged A/P invoice documents available to suppliers through iSupplier (similar to Oracle workbench)	Long	30-Sep	31-Mar-16	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	ERP/DOF - Shabani	DLC-Pandya
57	M18		3.F	Improve current manual three-way matching process through development of front-end interface	Medium	1-Oct	31-Dec			Not Started	Not Started	Not Started	In Progress	DLC-Pandya/ERP	DOF - Shabani
58	M17		3.G	Implement internal automation of three-way matching process to eliminate manual transmission, validating, and processing	Long	1-Feb-16	30-Jun-16					Not Started	Not Started		
59	M17		3.H	Resolve issues preventing application of credit memos to A/P invoices	Medium	4-Jun	28-Feb-16			In Progress	Not Started			ERP/DOF - Shabani	DLC-Pandya
60	M17		3.I	Not used											
61	M17		3.J	Reevaluate process for resolving receiving holds	Medium	1-Oct	31-Dec			Not Started	Not Started	Not Started	In Progress	DLC-Pandya/Zeltner/ERP	DOF - Shabani
62	M17		3.K	Reevaluate policies and procedures for direct payment of items short-paid on invoices	Long	1-Dec	30-Jun-16			Not Started	Not Started	Not Started	Not Started	DLC-Pandya	DOF - Shabani/ERP
63	M18		3.L	Crosstraining of A/P staff	Long	1-Jan-16	30-Mar-16			Not Started	Not Started	Not Started	Not Started	DLC-Pandya	DOF - Shabani
64	M17		3.M	Conduct refresher training for DLC A/P staff on PO supplier selection and pricing to reduce errors/discrepancies	Medium	1-Oct	31-Dec			Not Started	Not Started	Not Started	In Progress	DLC-Pandya	DOF - Shabani
65	M18		3.N	Develop and implement centralized and standardized supplier invoice submission and DLC intake of mail (invoices, receiving, etc) processes	Long	30-Jun-16	31-Dec-16			Not Started	Not Started	Not Started	Not Started	DLC-Pandya	DOF - Shabani
66	M18		3.O	Evaluate feasibility and implement initial phasing of EDI invoice submission by large vendors	Long	30-Jun-16	31-Dec-16			Not Started	Not Started	Not Started	Not Started	DLC-Pandya	DOF - Shabani/ERP
67	M18		3.P	Implement policies and procedures requiring supplier item numbers on supplier invoices	Long	1-Oct	31-Dec-16			Not Started	Not Started	Not Started	Not Started	DLC-Pandya	DOF - Shabani
68	M18		3.Q	Evaluate and implement proof of concept for use of iSupplier for submission of vendor invoices	Long	1-Jul-16	31-Dec-16					Not Started	Not Started	DLC-Pandya/ERP	DOF - Shabani
69	M18		3.R	Implement standard approval workflow for DLC A/P invoices	Medium	1-Oct-15	TBD					Not Started	Not Started	DOF-Shabani/ERP	DLC-Pandya
70															
71	4. Improve financial reporting by more complete and accurate general and subsidiary ledgers														
72	M17		4.A	Not used - was a duplicate	Short	15-Apr	30-Jun							DOF - Williams	DLC
73	M17		4.B	Improve timeliness/Control of recording A/P transactions by automating Create Accounting for AP	Short	15-Apr	20-Apr	Complete	Complete	Complete	Complete	Complete	Complete	ERP	DOF - Shabani
74	M17		4.C	Improve timeliness/Control of recording A/R transactions by automating Create Accounting for AR	Medium	15-Apr	31-Jul	In Progress	In Progress	In Progress	Complete	Complete	Complete	ERP	DOF - Metzger
75	M17		4.D	Not used - was a duplicate	Medium	15-Apr	31-Jul							ERP	DOF - Shabani
76	M18		4.E	Improve completeness and accuracy of MCG Ledger reporting by automating consolidation of DLC ledger to MCG ledger - interim progress	Medium	15-Apr	31-Jul	In Progress	In Progress	In Progress	In Progress	In Progress	Complete	ERP	DOF - Williams
77	M17		4.F	Improve controls over DLC inventory/warehouse accounting by documenting and implement reconciliation process of DLC inventory and ledgers	Long	15-Apr	30-Jun	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DOF - Williams	
78	M18		4.G	Improve completeness and accuracy of MCG Ledger reporting by automating consolidation of DLC ledger to MCG ledger - permanent automated process	Long	TBD	30-Jun						Not Started	ERP	DOF - Williams
79															
80	5. Complete One Time Pre-Audit Validations														
81	M17		5.A	AR Process - Document ordering and ACH from vendors	Short	15-Apr	30-Jun	In Progress	In Progress	Reevaluated N/C/N	Reevaluated N/C/N	Reevaluated N/C/N	Reevaluated N/C/N	DOF - Williams	ERP
82	M17		5.B	AR Process - Document paradigm interface with tables	Short	15-Apr	30-Jun	In Progress	In Progress	Reevaluated N/C/N	Reevaluated N/C/N	Reevaluated N/C/N	Reevaluated N/C/N	DOF - Williams	ERP
83	M17		5.C	AR Process - Document order management vs. AR not reconciling	Short	15-Apr	30-Jun	In Progress	In Progress	Reevaluated N/C/N	Reevaluated N/C/N	Reevaluated N/C/N	Reevaluated N/C/N	DOF - Williams	ERP
84	M17		5.D	AR Process - Document data fix	Short	15-Apr	30-Jun	In Progress	In Progress	Reevaluated N/C/N	Reevaluated N/C/N	Reevaluated N/C/N	Reevaluated N/C/N	DOF - Williams	ERP
85	M17		5.E	AR Process - Reconciliation of Order Management to AR for delayed processing issue	Short	15-Apr	30-Jun	In Progress	In Progress	Reevaluated N/C/N	Reevaluated N/C/N	Reevaluated N/C/N	Reevaluated N/C/N	DLC - Pandya	DOF - Williams/ERP
86	M16		5.F	Inventory Process - Reconcile inventory count (1-24-15) to inventory balance populated in Oracle (2-1-15)	Short	15-Apr	30-Jun	In Progress	In Progress	Reevaluated N/C/N	Reevaluated N/C/N	Reevaluated N/C/N	Reevaluated N/C/N	DLC - Pandya	DOF - Williams
87	M16		5.G	Implement the revised inventory consolidation entry for Feb 1 go-live balance	Short	15-Apr	30-Jun	In Progress	In Progress	Complete	Complete	Complete	Complete	DOF - Williams/DLC	ERP
88	M16		5.H	FIFO Testing - final post-implementation test to ensure prior year audit comments have been resolved	Medium	15-Apr	31-Aug	In Progress	In Progress	In Progress	Complete	Complete	Complete	DOF - Williams	DLC, ERP
89															

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
90	6. Improve Controls over Inventory														
91	M18		6.A	Warehouse Inventory -- Reestablish interim/quarterly full physical inventory counts, and related process and control improvements, until daily procedures and count processes have been sufficiently strengthened to allow for effective use of cycle counts in lieu of interim full counts	Long	1-Jun	30-Jun-16	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC - Pandya	DOF - Williams / ERP
92	M18		6.B	Warehouse Inventory -- Design, document and implement an effective cycle count program, after daily inventory transaction processing and periodic full physical inventory counts, and related internal controls, have been optimized.	Long	1-Jul	31-Mar-16	Not Started	Not Started	Not Started	In Progress	In Progress	In Progress	DLC - Zeltner/Pandya	DOF - Williams
93	M17		6.C	Increase accuracy of inventory reporting by reviewing and analyzing alias accounts and determine proper access, use and control of accounts (Shrinkage, price variance, breakage and spoilage, etc.)	Long	1-Jul	31-May	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC/ERP	DOF - Williams
94	M17		6.D	Document and further standardize policies and procedure regarding the use of "quarantine".	Medium	15-Apr	30-Nov	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC - Pandya	DOF - Williams
95	M18		6.E	Warehouse Inventory -- Reevaluate and implement optimized daily procedures and controls (monitoring, reconciliation, etc) over inventory.	Long	1-Jul	31-Mar-16	Not Started	Not Started	Not Started	Not Started	Not Started	In Progress	D.O. DLC	
96	M17		6.F	Review, reevaluate, and strengthen policies, procedures, and internal controls over warehouse inventory counts.	Long	1-Sep	31-Mar-16	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC - Zeltner/Pandya	DOF - Williams
97	M18		6.G	Assess the need and options for a loss prevention specialist in DLC	Long	1-Oct	30-Jun-16	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC - DO/Zeltner	
98	M18		6.H	Assess the need for a review process for DLC orders, taking into account Oracle's min/max capabilities for DLC orders	Medium	30-Sep	31-Dec	In Progress	In Progress	Not Started	Not Started	Not Started	In Progress	DLC - Pandya	ERP/DOF - Williams
99	M18		6.I	Resolve subinventory transfer process issues	Long	26-May	31-May			Not Started	Not Started	Not Started	Not Started	DLC - Pandya	DOF - Williams
100	M18		6.J	Review, reevaluate, and strengthen policies, procedures, and internal controls over retail inventory counts.	Long	1-Oct	30-Jun-16							DLC - Pandya	DOF - Williams
101											Not Started	Not Started	Not Started	Pandya/Wurdeman/Montes de Oca	DOF - Williams/ERP
102	7. Other Internal Control Improvements														
103	M17		7.A	Enhance/increase financial management/accounting resources - short-term	Medium	18-Apr	31-Jul	In Progress	In Progress	Complete	Complete	Complete	Complete	DLC - Pandya	DOF - Moore
104	M18		7.B	Evaluate financial management/accounting resources/structure - long-term	Medium	18-Apr	31-Dec	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DLC - Pandya	DOF - Moore
105	M18		7.C	Develop and implement a plan to enhance continuing education and professional development of financial staff	Medium	1-Jul	31-Dec	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	DLC - Pandya	DOF - Williams
106	M18		7.D	Develop and implement a plan for ongoing communication, monitoring, and feedback on the effectiveness of operating controls	Medium	1-Jul	31-Dec	Not Started	In Progress	In Progress	In Progress	In Progress	In Progress	DLC - Pandya	DOF - Williams
107															
108	8. Strengthen Internal Controls over Retail financial transactions														
109	M16		8.A	Reconcile FY 15 cash receipts	Medium	15-Apr	31-Jul	In Progress	In Progress	Complete	Complete	Complete	Complete	DOF-Williams	ERP, DLC Fin
110	M17		8.B	Develop and implement updated training on Gift Card processing to reduce volume of errors	Medium	1-Aug	TBD			Not Started	In Progress	In Progress	In Progress	Pandya/Montes de Oca	DOF - Metzger / Williams
111	M17		8.C	Develop and implement revised procedures for Gift Card processing/error corrections	Medium	15-Apr	TBD			Not Started	In Progress	In Progress	In Progress	DOF-Metzger	DLC-Pandya / ERP
112	M16		8.D	Eliminate FY15 unrecorded over/shorts from February - current. (See 8F)	Short	15-Apr	30-Jun			Complete	Complete	Complete	Complete	DLC - Pandya	DOF - Metzger/ERP
113	M17		8.E	Eliminate FY16 unrecorded over/shorts from July until permanent solution(s) implemented. (See 8F)	Medium	1-Jul	TBD; imminent			Not Started	In Progress	In Progress	In Progress	DLC - Pandya	DOF - Metzger/ERP
114	M17		8.F	Develop and implement revised procedures, any system changes, and updated training for Over/Shorts from POS to bank/Oracle	Long	15-Apr	30-Apr			In Progress	In Progress	In Progress	In Progress	Pandya/Montes de Oca	DOF - Metzger/ERP
115	M17		8.G	Resolve remaining issues with the POS automated interface	Long	27-May	30-Apr			In Progress	In Progress	In Progress	In Progress	ERP	DOF - Metzger/DLC
116	M17		8.H	Develop and implement POS control totals and enhanced reporting for reconciliation to bank/Oracle	Long	1-Aug	30-Apr			Not Started	In Progress	In Progress	In Progress	ERP	DLC, DOF - Metzger
117	M17		8.I	Develop and implement automated notification of POS interface errors/issues	Long	24-Jun	30-Apr			In Progress	In Progress	In Progress	In Progress	ERP	DLC, DOF - Metzger
118															
119	9. Analyze posting of licensee accounts to smooth deliveries														
120	M18		9.A	Review historical data on orders from Licensees	Medium	1-Jun	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DO / Pandya	
121															
122	10. Review and renew DLC policies and procedures annually														
123	M18		10.A	Identify policies and procedures in need of documentation	Medium	1-Jun	31-Dec	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DO/Section Chiefs	DOF - Williams/Metzger/Shabani
124	M18		10.B	Document DLC policies and procedures and determine the needed frequency of a review cycle (must be at least annually)	Medium	On-going	31-Dec	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Div. Chiefs	
125	M18		10.C	Identify DLC policies that require ongoing coordination with Finance due to Charter/Code provisions.	Medium	1-Sep	31-Dec			Not Started	Not Started	Not Started	Not Started	DOF-Moore	DLC
126	M18		10.D	Participate in County-wide cash receipt policy/procedure review with focus on DLC-specific policies/procedures, and incorporate results to DLC practices/documentation	Long	1-Nov	30-Jun-16			Not Started	Not Started	In Progress	In Progress	DOF-Metzger	DLC
127	M18		10.E	Schedule annual reviews of policies and procedures including dept. org structure, operational procedures, performance metrics, and employee performance standards.	Long	1-Oct	31-Mar-16			Not Started	Not Started	Not Started	Not Started	DO / Div. Chiefs	DOF-Williams
128															

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
129	11. Implement succession planning across the department														
130	M18		11.A	identify key positions	Medium	1-Jul	1-Oct	Not Started	Not Started	In Progress	Complete	Complete	Complete	DO / Div. Chiefs	
131	M18		11.B	develop succession plans for key positions	Medium	2-Oct	30-Dec	Not Started	Not Started	Not Started	In Progress	In Progress	In Progress	DO / Div. Chiefs	
132															
133	12. Track performance improvements and examine different organization models: Authority, Enterprise Fund, etc. as necessary														
134	M18		12.A	Review the performance impacts of the DLC action plan and OHR process improvements	Short	ongoing	ongoing	In Progress	In Progress	In Progress	In Progress	In Progress	Complete	DLC/ERP/DOF/CountySta	
135		M18	12.B	Consider a different organizational model as a potential option as necessary	Long	TBD	TBD	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	CEX/DLC	DOF/OMB
136															
137	13. Track Return volume by customer, reasons and determine appropriateness of re-stocking fee														
138		M18	13.A	Discuss options for tracking with ERP - Oracle team	Medium	15-Jun	31-Oct	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	DO	ERP
139		M18	13.B	Track data and evaluate options for restocking fees	Long	1-Oct	31-Jan-16	Not Started	Not Started	Not Started	Not Started	In Progress	In Progress	DO	ERP / DOF-Williams